

THE ROLE OF LEADERSHIP IN INCREASING EMPLOYEES' MOTIVATION AND PRODUCTIVITY

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Abstract

This is an analytical descriptive study discusses the role of leadership in increasing employee's motivation and productivity. It is part of a Ph.D. study by the researcher in Omani Water Sector. The problem today is that many leaders do not understand the concepts, principles, and mechanisms of motivation. In the other hand, many studies have proven that there is a correlation between the employees' motivation and their productivity. Up to date, there is no explicit research that has study the role of leadership in increasing the motivation of employees in the public sector in Oman. Therefore, the objectives of the Study are; to explore the role of leadership and employee's productivity, and to identify the role of leadership in increasing the motivation and productivity of employees. Through the analytical approach, the subject was discussed in three sections, where the findings revealed that; the most critical motivational factor associated with the employee's productivity was the basic work environment and contracts of the employment. Teamwork, respect, and trust are factors which need to be available in the work culture and environment. Through the role of leadership towards its organizational employees; there will be improving in the employees' productivity.

Keywords: leadership, motivation, productivity.

المخلص

هذه دراسة وصفية تحليلية تناقش دور القيادة في زيادة تحفيز الموظفين وإنتاجيتهم. إنها جزء من دراسة دكتوراه يجريها الباحث في قطاع المياه العماني. المشكلة اليوم هي أن العديد من القادة لا يفهمون مفاهيم ومبادئ وآليات الدافعية. من ناحية أخرى، أثبتت العديد من الدراسات أن هناك علاقة بين تحفيز الموظفين وإنتاجيتهم. حتى الآن، لا يوجد بحث واضح قام بدراسة دور القيادة في زيادة تحفيز الموظفين في القطاع العام في عمان. لذلك، تهدف الدراسة إلى؛ استكشاف دور القيادة وإنتاجية الموظف، وتحديد الدور القيادي في زيادة تحفيز وإنتاجية الموظفين. من خلال النهج التحليلي نوقش الموضوع في ثلاثة أقسام، حيث كشفت النتائج؛ أن العامل التحفيزي الأكثر ارتباطاً بإنتاجية الموظف هو بيئة العمل الأساسية وعقود التوظيف. وأن

العمل الجماعي والاحترام والثقة هي العوامل التي يجب توافرها في ثقافة العمل والبيئة. من خلال دور القيادة نحو موظفيها التنظيميين؛ سيكون هناك تحسن في إنتاجية الموظفين. كلمات مفتاحية: القيادة ، التحفيز ، الإنتاجية.

INTRODUCTION

Productivity: is a measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs. Productivity is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency (Business Dictionary).

Enhanced productivity results in the higher trend rate of economic growth and higher standards of living for a nation (Bitran, Gabriel & Chang, 1984). Productivity is considered as one of the most essential factors which are affecting the overall organizational performance. It is defined as a measurement tool of the relationship between the produced physical volume of goods and services and the used resources in the processes of production adopted by the economy. Productivity is a measure of the efficiency with which capital, natural resources, and employees are combined in the economy (Kazaz & Ulubeyli, 2007). The elevated level of performing, effective organizations have a culture that inspires employee involvement. Hence, employees are more willing to get involved in decision-making, goal's setting or problem-solving activities, which subsequently result in higher employee performance in the workplace (Qureshi, 2007).

The relationship between the employees' productivity and their satisfaction has been researched by several studies e.g., (Schlesinger & Heskett, 1991; Baxter, 1996; Davidhizar, & Shearer, 1998; Crossman, & Zaki, 2003). The main findings of these studies are as follows:

- Unmotivated workers have less productivity and more likely to have higher rates of absence;
- The highest productivity level of employees is going in parallel with the employee's satisfaction;
- Increasing job satisfaction of employees leads to a higher level of morale, which in turn leads to higher employees' productivity;
- Increasing the level of job dissatisfaction leads to decreasing the level of employee's turnover.

An experiment in the field was involved 106 employees of a large public service organization four treatment conditions are compared job design, leader-member exchange (LMX), a combination of LMX and job design, and a treatment control on satisfaction and productivity of employees. There was fails in the job design manipulation to take, but the LMX condition results in significant before-after gains. The growth of employee needs strength moderates the LMX effect. Both dyadic exchange and outcomes of the work show significant gains in the LMX condition (Graen, Novak & Sommerkamp, 1982). A research study by Mavhungu and Bussin (2017) was implemented to inspect the importance of the employees' performance level in public sector by concentrating on the mediatory motivation's role in the relationship between leadership and public sector performance. They found that there was a clear relationship between leadership and employees' performance in the public sector. In addition, the employees' motivation in the public sector acts a mediatory role between Perceived Leadership Styles and Individual Job Performance.

RESEARCH PROBLEM

The dominant problem today is the issue of human resources and motivation for work. Employee motivation is a very important process. Unfortunately, many leaders do not understand the concepts, principles, and mechanisms of motivation (Hauser, 2014). In the other hand, many studies have proven that there is a correlation between the employees' motivation and their productivity (Richard, 2014; Muogbo, 2013; Manzoor, 2012; Kuvaas & Dysvik, 2009). Therefore, in light of improving the employees' motivation and their productivity, this thesis concentrates on discovering the major determinants of these essential elements, motivation, and productivity of employees, their co-relationship, and the role of the leadership as a part of that responsibility for enhancing the employees' performance and productivity in Oman.

The Academics at Sultan Qaboos University in Muscat and the University of Sharjah in the UAE have studied the productivity of the workers in the industrial sector in Oman. The study surveyed managers at 51 organizations in Oman and requested them to rate the importance of 15 different difficulties to productivity

growth. The results of the study display that most common problems are related to management failings at the time Oman is working to boost industrial productivity (The Report: Oman 2016: Industry & Retail, 2018). The academic studies which are related to employee productivity in Oman public sector along with the role of leadership in employee's motivation are few. Therefore, the researcher is trying to study the role of leadership in increasing the employee's motivation and productivity in government organizations in Oman taking water sector authorities as a case study for this research.

The general business problem in the Omani public sector is the employees may have less motivation and productivity due to guaranteed employment and do not acquire skills to improve organizational performance. The specific business problem is that some managers in the public sector may do not enough realize the relation between the role of leadership and employees' motivation and productivity.

Therefore, there is a consideration in the National Strategic Plan of 2020 to continue developing of Omani people. This is to ensure there is more productivity of human sources in Oman. Thus, Oman, like any other country in the world, believes that there should be provided of the necessary tools and factors that help to increase the motivation of employees in their workplace (Al-Jasasi, 2016).

Up to date, there is no explicit research that has study the role of leadership in increasing the motivation of employees in the public sector in Oman. The role of leadership in employees' motivation and their productivity is an important subject and required to be considered by the organizations. Thus, this research work was conducted to analyze the role of leadership and to identify the factors which support increasing employees' motivation and their productivity in Oman public sector taking water sector as a case study for this research. The present research work will help in closing this gap through suggesting the best motivational tools which could be used by the leadership to increase the motivational level of employees in a way that may enhance the employees' productivity in their workplace.

OBJECTIVES OF THE STUDY

- a) To explore the role of leadership and employee's motivation.
- b) To explore the role of leadership and employee's productivity.
- c) To identify the role of leadership in increasing the motivation and productivity of employees.

METHODOLOGY

The researcher believes that a descriptive research design is more appropriate for this study because it concerns with finding out what the factors are influencing employees' motivation and how that motivation affects the employees' productivity in organizations. For the main study; online questionnaire approach in the location of the sample size is used to answer the research questions. The questionnaire in this research is useful for developing the model, answering the research questions and testing the research hypothesis. Thus the selection of the research design runs parallel to the research objective.

1. SECTION ONE: LEADERSHIP IMPACT ON EMPLOYEE'S MOTIVATION

Many research studies have been done by researchers to determine the effects of leadership on the employee's motivation. Following are some of those studies which found influences on this relation. A study has been done by Yidong and Xinxin (2013) found that the innovation work behaviour of individuals was linked to the individual perception of ethical leadership as well as group ethical leadership positively. Whereas, the motivation of individual enhanced by both relationships. Additionally, group motivation has linked the relation between innovation work behaviour and group ethical leadership.

Another research about how leaders influence employees' innovative behaviour has been done by (De Jong, 2007). The aim of this research was to explore the leader's behaviour that likely to increase innovative behaviours of employees. This was including generation ideas and behaviour's applications. They found that there were about thirteen relevant leaderships' behaviours. Leaders influence the innovative behaviour of workers through deliberate actions aimed at stimulating idea generation and application as well as more general daily behaviour.

Based on the Cognitive Evaluation Theory, Yidong and Xinxin (2013) proposed a homologous multilevel model in research with a title of How Ethical Leadership Influence Employees' Innovative Work Behaviour: A Perspective of Intrinsic Motivation. The reason for this study was to find the way of ethical leadership affected the employees' innovative work behaviour by the intermediation of intrinsic motivation at both levels of group and individual. They found the innovative work behaviour of individual was positively correlated to both individual perceptions of ethical leadership and group ethical leadership, whereas the individual intrinsic motivation intermediation the tow relationships. Producing theories of leadership, creativity, and

empowerment was research done by Charbonneau, Barling and Kelloway (2001) to construct and examined a theoretical model join the employees' creativity with the empowering of leadership with creativity through some variables. It found that empowering leadership positively affected psychological empowerment, which influenced the employee's motivation and creative process engagement.

Synthesizing theories of leadership, empowerment, and creativity have been used by Zhang & Bartol (2010) in a research study with the title of Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. They built and tested a theoretical model for linking empowering the leadership with the creativity of employees by several intervening variables. As a result of survey data from employees and their line managers, they found that the psychological empowerment has affected by empowering leadership positively. This is accordingly influenced both creative process engagement and employees' motivation. Sequentially, these two variables had positively influenced on creativity.

Research in Ho Chi Minh City has been done by (Khuong, 2015). The title of his study was the effects of leadership styles on employee motivation in auditing companies in Ho Chi Minh City. The purpose of this study was to make an investigation and evaluation of all leadership styles effects on the employee's motivation. The quantitative method was applied in this research with a sample size of 320 responders. The researchers found from this study there was a strong effect of the leadership styles in the retaining and improving the motivation of an employee. Additionally, this study pointed out that charismatic leadership, relation-oriented leadership, and ethnic-based contingent reward leadership were very clear linked positively with the motivation of an employee. Based on the above studies, the researcher would like to printout that the studies about the relation between the leadership and its effects on the employees' motivation could be seen in several aspects. It is clear there were effects of the leadership on the employee's behaviour, innovative and creativity. In addition, there were effects of leadership styles and it linked positively on employee motivation.

2. SECTION TWO: RELATIONSHIP BETWEEN THE ROLE OF LEADERSHIP AND EMPLOYEE'S PRODUCTIVITY

There are many studies have been done by researchers to discover the relationship between the role of the leadership and the employee's motivation. Those studies included several areas, such as the work environment, diversity of the workforce, adaptive and nonadaptive leaders. Following are some of those studies which outlined the kind of effects on this relation. A study has been done by Ghazzawi, El-Shoughari and El-Osta (2017) in deep to discuss a topic in the field management aims to search about the level of the role leadership in the contribution and influence on the employee's productivity. This study found a positive relationship between the style of situational leadership and employee productivity in the workplace. Whereas, a relation between leadership communication style and personality trait and the employee's productivity has been founded by (Solaja, 2016). The findings of his study recognized that personality traits and communication styles have a combined effect on the employees' productivity in organizations. While, a study about Leadership behaviors effects on job satisfaction, employee's productivity and organizational commitment made by (Chiok Foong Loke, 2001). He found there was a similar trend to the original studies in the USA and the use of leadership behaviors and employee outcomes were significantly correlated. In addition, a study was done by Silverthorne and Wang (2001) was to evaluate the impact of Taiwanese leadership styles on the employee's productivity in the business organizations in Taiwanese. Specifically, it looked at the impact that both adaptive and nonadaptive leaders have on 6 measures of employees' productivity, turnover rate, absenteeism, quality of work, profitability, reject rates, and the number of units produced in an organization. The findings of this study showed that a higher the level of adaptability and a greater of employees' productivity in the organization.

Also, there is a study about the effects of Transformational Leadership on Organizational Commitment and Employees' Job Satisfaction in the Banking Sector of Lahore in Pakistan (Bushra, Ahmad & Naveed, 2011). The researchers found that transformational leadership effects on job satisfaction and organizational commitment of employees very positively. Another study about the effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance has been done by (Kim & Brymer, 2011). This study proves there was a positive relation between executives' ethical leadership and their middle managers' job satisfaction and their organizational commitment effectiveness. The outcome of this study was that the middle managers' job satisfaction has a positive relation to organizational commitment, but job satisfaction does not necessarily lead to exert efforts.

"How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus" was the title of research has been done by Owens & Hekman (2016) to study how the humility of the leader's influence team interaction shapes, growing states, and the team

performance. The data for this study was collected from 607 subjects. They were organized into 161 teams; 84 laboratory teams and 77 organizational field teams. The researchers developed and tested a theoretical model. This was to posting when leaders have humbly behavior, the follower emulates their humble behaviors. The researchers have found from this study that the behavior of the leaders may spread through social contagion to the subordinates which can create a state effect on the performance of the team at the end.

In addition to the above studies which concentrated on the role of the leadership and their effects on the productivity and performance of employees, following are other studies related to the work environment. Identifying others in the workplace is not only the function of managers. Employees may also identify each other. Managers can support the employees to motivate themselves through providing them the necessary tools of motivation. The productivity and improvement of employees can be accomplished when the work environment is desirable and pleasant (Burton, 2012). A study has developed by Dolo (2007) named Twinning motivation, productivity, and management strategy in construction projects. The purpose of this study was to find out the relationships and effects of employee's motivation in selected construction projects. The framework of this study has been developed by establishing a benchmark of the critical attributes of motivation found in the current management practices. The researcher of this study found that the most critical motivational factor associated with the employee's productivity was the basic work environment and contracts of the employment. Besides, the diversity of workforce for any organization is strength whereas employees stay strong to their views related to religion, caste, etc. and thus the diversity is considered a challenge but if it is managed in a proper way it can increase the employee's productivity (Saxena, 2014). Whereas, a study has been done by Orazi, Turrini and Valotti (2013) stated that the leadership in the public sector is evolving as an autonomous and distinctive domain in public studies of management. It found also the skills of leadership has a role to improve the public sector performance. Whereas the style of leadership in public organizations needs to behave mainly transformational leaders, but in medial level as transactional relations with their subordinates.

The researcher point of view is that situational leadership is much likely to improve productivity. The leader should not deal with his/ her followers with limited operational skills. The employees may have specific skills of creating and implementing work if they have suitable chances of leader's trust for creation. Here, the strong relations between leaders and their followers is very essential to improve the employees' productivity. This relation to motivating employees to utilize their personal competencies, capacities, and skill in work performance. Teamwork, respect, and trust are factors which need to be available in the work culture and environment. Through ensuring this role of leadership towards its organizational employees, definitely, there will be improving in the employees' productivity.

3. SECTION THREE: RELATIONSHIP BETWEEN THE ROLE OF LEADERSHIP, EMPLOYEES' MOTIVATION AND THEIR PRODUCTIVITY

An employee is an individual who works part-time or full-time under an agreement of a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Also, an employee is called a worker. A study about the effect of motivation on employee's performance by Richard (2014) has discovered that promotion and opportunity for job advancement in the organizations are the major motivation factors and the study has also discovered that the level of motivation is low in the area of wages and salaries. Another study by Manzoor (2012) aims to determine the factors that affect employee motivation and investigate the relation between the effectiveness of the work and the motivation of employees. They found the factors of empowerment and recognition have a positive effect on the motivation of the employee. More the empowerment and employee's recognition in an organization is improved, more will their work motivation will improve. They also found results of positive organizational effectiveness and more motivation for tasks accomplishment. And this is, in turn, made high performance in the organization. Manzoor (2012), did a study to determine the factors which affect the motivation of employees and investigate the relationship between organizational effectiveness and employees' motivation. Its title was "The Impact of employees' motivation on organizational effectiveness". This study has concluded these factors; the effect of empowerment and recognition is positive on employee motivation. The high level of empowerment and recognition have the individual, their motivation to work will be at a high level. He also found that whenever the employees motivated to tasks achievements higher will organizational performance and success. Another research, to links the empowering leadership and employee's productivity, was a study developed by (Zhang & Bartol, 2010). They found that authorizing leadership affects positively psychological empowerment, hence it influenced employee's motivation and in turn, this had influenced positively on their productivity.

The aim of a study developed by Kuvaas and Dysvik (2009) was to discover alternate relationships between

perceived investment in the development of employees, employees' motivation and different work performance factors. The results showed that perceived investment in employee development and its relationship with work effort was mediated by employees' motivation.

The relationship between the employee's motivation and their performance in the workplace was existing according to research has been done by (Muogbo, 2013). This study was titled as the impact of employee motivation on organizational performance. The population of the study was 120 employees of several manufacturing firms were selected in Anambra State. The concluded findings of this study disclose that extrinsic motivation given to employees in an organization has a major impact on the employee's performance.

In addition to the above studies, the researcher would like to provide a real case from Sultanate of Oman about the employees' motivation and their productivity. Cyclone Gonu in June, Cyclone Phet in June 2010 and recently Cyclone Mekunu in May 2018 across the area of Oman. During and after these periods of cyclones in Oman, there were internal motivation motives people to put their efforts to clean the damaged areas and provide the highest level of support to people who were affected by these disasters as well as a support has been provided to the concern government organizations in the dealing with those situations. This type of employees' motivation supported the Government of Oman to achieve high and fast employees' productivity to overcome such challenges of disasters.

This study was designed to search about the leadership and its role in the organization towards enhancing the motivation and productivity of employees and to determine what factors most influence the motivation and productivity of employees which could be provided by leadership. The research framework of this study includes a review in the literature about the relationship between leadership and its employees' motivation and productivity. Vecchio and Appelbaum (1995), the leaders in successful organizations often strive to increase the employee's productivity by achieving the agreement of employees. Thus, setting agreeable performance goals between the leader and the employee and considering the employee suggestions are active will serve as a basis for enhanced motivation. However, the common role of leadership as illustrated follows by (Adair, 2006):

- **Planning:** leaders have the responsibility of seeking all available information, defining group tasks, purpose or goals. The planning function, also, includes making a workable plan in the right decision-making framework.

- **Initiating:** the leader needs to meeting group on the aims and the plan and clarifying to the group members why aim or plan is necessary for the team or organization. As well as, the leader has to allocate the tasks to the group members and developing group standards.

- **Controlling:** the leader has to maintain the group standards and ensures that all actions are taken towards objectives effectively. He/she has to keep a discussion with the employees regarding their tasks.

- **Supporting:** one of the essential roles of the leader is to express acceptance of people and their contribution towards their jobs and motivate them. Additionally, the leader must have the ability for disciplining the organizational employees.

- **Motivation:** the leader has the role of creating team spirit and able to achieve the organizational goals.

- **Informing:** The leader illustrates the people tasks and work plan. Also, provides new information to the employees through keeping them 'in the picture', in addition to getting information from the team members and has the role of summarizing suggestions and ideas reasonably.

- **Evaluating:** the leader has to ensure the feasibility of employee's ideas, examine the values of a suggested solution, doing the evaluation for the employees' performance and provide assistance to them evaluate their own performance against the organizational standards.

In addition to the above common role of leadership, there is a relation between that role and employees' motivation and their productivity as found by many researchers. They found there is a relation between the role of leadership through their dealing, practicing and behave with their employees which results in high productivity of employees (Tierney, Farmer & Graen, 1999; Van Knippenberg, 2000; De Jong & Den Hartog, 2007; Piccolo, Greenbaum, Hartog & Folger, 2010; Yidong & Xinxin, 2013). Nowadays, effective leadership enhances the employees' productivity in the most sectors of the economy in a country and today it has interested researchers, in addition to national and global research organizations to receive strong and concentrated notice in it (Butt, Waseem, Rafiq, Nawab & Khilji, 2014). Normally leaders have the power and the authority for making decisions of promotions, providing resources, doing an assessment of performance and any action that may have direct or indirect effects on the employees within their management (Smith,

1948; Raven & French, 1985; Bass & Bass, 2009).

There are several factors could impact the employee's productivity. A study about the factors which affecting the productivity of the government employees Haenisch (2012) stated a set of those factors which include poor communications, low budget or insufficient employees, poor compensation or no recognition, lack of training giving to the staff, poor availability and using of technology, meetings and changes in plans and the last factor was too much work to do assigned to the organizational employees. While the most affected factor found that poor supervision or management reasons. This indicates that there is a relation between the role of leadership and the employees' productivity. Whereas, another study by Appelbaum, St-Pierre and Glavas (1998) about the role of leadership found that top management needs to establish a flexible and adaptive infrastructure that leads to the future of organizations to an employee's performance with higher levels.

There are several ways to implement financial, non-financial, and other types of motivation could be used by leaders or managers to motivate their employees and make them perform at a high level. If taken seriously, leaders have opportunities to change the organizational culture and create one where the organizational employees are more valued and motivated (Burton, 2012). Non-financial motivators are depending on the appreciation idea, which is discovered by many research studies to be the essential element for the employees' motivation at many organizations. Dr. Gerald Graham, a professor at Wichita State University, found in one of his studies a result indicates that the "top five incentives that motivate most of the employees are free. These are (1) 'a personal thank-you' from the employee's manager, (2) a 'written thank-you' from the same, and (3) 'public praise' (Baldoni, 2005). Whereas, a study has been done by Wanjihia (2016) about the factors which have an impact on the employees' motivation at the workplace found that employees were more motivated with a worthy salary and package of compensation, paid vacations, gift vouchers and getting a bonus from the organization at the end of every year. Their motivation was also affected by achievement and recognition. While they effected by timely feedback received on their appraisals. One role of leadership is to evaluate the employees' performance. This appraisal could affect employees' motivation in the workplace. A study has been done by Muriuk (2016) found that some factors affected the employees of the organization which included career planning and development, organization reward system, the culture of the organization, the management and leadership styles and in addition to the learning and development system.

Based on the above-mentioned studies, many researchers found that there is a correlation between the role of leadership to increase the motivation and performance of the organizational employees. This leads to the importance of taking high consideration to develop that role of leadership to ensure the gaining of the highest level of employee's motivation as well as the high level of the employee's productivity. Accordingly, there is confirmation, as mentioned above, from several researchers about the tide link between the employee's motivation and their productivity in the organizations. This reflects the importance of having good leadership in the workplace who able to use the best motivation theories, tools, and factors to ensure high employees' productivity.

4. THE MAIN FINDINGS

The mean findings from this study is as followings:

- a) In section one; the leadership impacts on the employee's productivity, the researcher found that it was clear the impacts of the leadership on the employee's behaviour, innovative and creativity. Also, there were impacts of leadership styles and it connected emphatically on the employees' motivation.
- b) Section two; the role of leadership and employee's productivity, the researcher found that there were solid relations between the leaders and their employees which was very necessary to improve the workers' profitability. This connection to motivating employees to use their own capabilities, skills, and aptitude in work execution. Collaboration, regard, and trust are factors which should be accessible in the work culture and condition. Through ensuring this role of leadership towards its organizational employees, absolutely, there will improve in the productivity of the organizational employees.
- c) Section three; about leadership role, employees' motivation and their productivity, the researcher refers to the findings about the significance of having great leadership in the work environment who ready to utilize the best motivation theories, factors, and elements to guarantee high employees' productivity.

CONCLUSION

This study has discussed the impacts of leaders on their people to enhance their motivation and productivity at work place in the Omani Water Sector. Through the analytical approach, the subject was discussed in three sections. They are started by a section about the leadership impacts on the employee's productivity, then followed by a section about the relationship between the role of leadership and employee's productivity,

and then tailed by a section about relationship between the role of leadership, employees' motivation and their productivity. The findings shown that; the most critical motivational factor related with the employee's productivity was the basic work environment and contracts of the employment. The factors which related to the teamwork, respect, and trust need to be available in the work culture and environment. Through the role of leadership towards employees of the organization; there will be strong improve in the employees' productivity.

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